

MAGIC OF THINKING BIG. DAVID J. SCHWARTZ

CHAPTER 1 - BELIEVE YOU CAN SUCCEED AND YOU WILL

p. 13 On some occasion you've probably heard someone say something like, "It's nonsense to think you can make a mountain move away just by saying 'Mountain, move away.' It's simply impossible."

People who think this way have belief confused with wishful thinking. And true enough, you can't wish away a mountain. You can't wish yourself into an executive suite. Nor can you wish yourself into a five-bedroom, three-bath house or the high-income brackets. You can't wish yourself into a position of leadership.

But you can move a mountain with belief. You can win success by believing you can succeed.

There is nothing magical nor mystical about the power of belief.

Belief works this way. Belief, the "I'm-positive-I-can" attitude, generates the power, skill, and energy needed to do. When you believe I-can-do-it, the how-to-do-it develops.

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p. 15 Believe, really believe you can succeed and you will.

Over the years, I've talked with many people who have failed in business ventures and in various careers. I've heard a lot of reasons and excuses for failure. Something especially significant unfolds as conversations with failures develop. In a casual sort of way the failure drops a remark like "To tell the truth, I didn't think it would work" or "I had my misgivings before I even started out" or "Actually, I wasn't too surprised that it didn't work out."

The "Okay-I'll-give-it-a-try-but-I-don't-think-it-will-work" attitude produces failures.

Disbelief is negative power. When the mind disbelieves or doubts, the mind attracts "reasons" to support the disbelief. Doubt, disbelief, the subconscious will to fail, the not really wanting to succeed, is responsible for most failures.

Think doubt and fail.

Think victory and succeed.

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p. 16 It is well to respect the leader. Learn from him. Observe him. Study him. But don't worship him. Believe you can surpass. Believe you can go beyond. Those who harbor the second-best attitude are invariably second-best doers.

p. 16 Several years ago after addressing a group of business men in Detroit I talked with one of the gentlemen who approached me, introduced himself, and said, "I really enjoyed your talk. Can you spare a few minutes? I'd like very much to discuss a personal experience with you."

In a few minutes we were comfortably seated in a coffee shop, waiting for some refreshments.

"I have a personal experience," he began, "that ties in perfectly with what you said this evening about making your mind work for you instead of letting it work against you. I've never explained to anyone how I lifted myself out of the world of mediocrity, but I'd like to tell you about it."

"And I'd like to hear it," I said.

"Well, just five years ago I was plodding along, just another guy working in the tool-and-die trade. I made a decent living by average standards. But it was far from ideal. Our home was much too small and there was no

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money for those many things we wanted. My wife, bless her, didn't complain much, but it was written all over her that she was more resigned to her fate than she was happy. Inside I grew more and more dissatisfied. When I let myself see how I was failing my good wife and two children, I really hurt inside.

"But today things are really different," my friend continued. "Today we have a beautiful new home on a two-acre lot and a year-round cabin a couple hundred miles north of here. There's no more worry about whether we can send the kids to a good college and my wife no longer has to feel guilty every time she spends money for some new clothes. Next summer the whole family is flying to Europe to spend a month's holiday. We're really living."

"How did this all happen?" I asked.

"It all happened," he continued, "when to use the phrase you used tonight, 'I harnessed the power of belief.' Five years ago I learned about a job with a tool-and-die company here in Detroit. We were living in Cleveland at the time. I decided to look into it, hoping I could make a little more money. I got here early on Sunday evening, but the interview was not until Monday.

"After dinner I sat down in my hotel room and for some reason, I got really disgusted with myself. 'Why,' I asked myself, 'am I just a middle class failure? Why am I trying to get a job that represents such a small step forward?'

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p. 17 "I don't know to this day what prompted me to do it, but I took a sheet of hotel stationery and wrote down the names of people I've known well for several years who had far surpassed me in earning power and job responsibility. Two were former neighbors who had moved away to fine subdivisions. Two others were fellows I had worked for, and the third was a brother-in-law.

"Next--again I don't know what made me do this--I asked myself what do my friends have that I don't have, besides better jobs. I compared myself with them on intelligence, but I honestly couldn't see that they excelled in the brains department. Nor could I truthfully say they had me beat on education, integrity, or personal habits.

"Finally, I got down to another success quality one hears a lot about. Initiative. Here I hated to admit it, but I had to. On this point my record showed I was far below that of my successful friends.

"It was now about 3:00 a.m., but my mind was astonishingly clear. I was seeing my weak point for the first time. I discovered that I had held back. I had always carried a little stick. I dug into myself deeper and deeper and found the reason I lacked initiative was because I didn't believe inside that I was worth very much.

"I sat there the rest of the night just reviewing how lack of faith in myself had dominated me ever since I could remember, how I had used my mind

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to work against myself. I found I had been preaching to myself why I couldn't get ahead instead of why I could. I had been selling myself short. I found this streak of self-depreciation showed through in everything I did. Then it dawned on me that no one else was going to believe in me until I believed in myself.

"Right then I decided, 'I'm through feeling second-class. From here on in I'm not going to sell myself short.'

"Next morning I still had that confidence. During the job interview I gave my new found confidence its first test. Before coming for the interview I'd hoped I would have courage to ask for \$750 or maybe even \$1,000 more than my present job was paying. But now, after realizing I was a valuable man, I upped it to \$3,500. And I got it. I sold myself because after that one long night of self-analysis I found things in myself that made me a lot more saleable.

"Within two years after I took that job I had established a reputation as the fellow who can get business. Then we went into a recession. This made me still more valuable because I was one of the best business-getters in the industry. The company was reorganized and I was given a substantial amount of stock plus a lot more pay."

Believe in yourself and good things do start happening.

p. 20 Here is the first step toward success. It's a basic step. It can't be avoided. Step One: Believe in yourself, believe you can succeed.

HOW TO DEVELOP THE POWER OF BELIEF

Here are the three guides to acquire and strengthen the power of belief:

1. Think success, don't think failure. At work, in your home, substitute success thinking for failure thinking. When you face a difficult situation, think, "I'll win," not "I'll probably lose." When you compete with someone else, think, "I'm equal to the best," not "I'm out-classed." When opportunity appears, think "I can do it," never "I can't." Let the master thought "I-will-succeed" dominate your thinking process. Thinking success conditions your mind to create plans that produce success. Thinking failure does the exact opposite. Failure thinking conditions the mind to think other thoughts that produce failure.

2. Remind yourself regularly that you are better than you think you are. Successful people are not supermen. Success does not require a super-intellect. Nor is there anything mystical about success. And success isn't based on luck. Successful people are just ordinary folks who have developed belief in themselves and what they do. Never--yes, never--sell yourself short.

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3. Believe Big. The size of your success is determined by the size of your belief. Think little goals and expect little achievements. Think big goals and win big success. Remember this, too! Big ideas and big plans are often easier--certainly no more difficult--than small ideas and small plans.

p. 21 Any training program--and that's exactly what this book is--must do three things. It must provide content, the what-to-do. Second, it must supply a method, the how-to-do-it. And third, it must meet the acid test. That is, get results.

The what of your personal training program for success is built on the attitudes and techniques of successful people. How do they manage themselves? How do they overcome obstacles? How do they earn respect of others? What sets them apart from the ordinary? How do they think?

The how of your plan for development and growth is a series of concrete guides for action. These are found in each chapter. These guides work. Apply them and see for yourself.

What about the most important part of training: results? Wrapped up briefly, conscientious application of the program presented here will bring you success and on a scale that may now look impossible. Broken down into its components, your personal training program for success will bring you a series of rewards: the reward of deeper respect from your family, the

reward of admiration from your friends and associates, the reward of feeling useful, of being someone, of having status, the reward of increased income and a higher standard of living.

Your training is self-administered. There will be no one standing over your shoulder telling what to do and how to do it. This book will be your guide, but only you can understand yourself. Only you can command yourself to apply this training. Only you can evaluate your progress. Only you can bring about corrective action should you slip a little. In short, you are going to train yourself to achieve bigger and bigger success.

You already have a fully equipped laboratory in which you can work and study. Your laboratory is all around you. Your laboratory consists of human beings. This laboratory supplies you with every possible example of human action. And there is no limit to what you can learn once you see yourself as a scientist in your own lab. What's more, there is nothing to buy. There is no rent to pay. There are no fees of any kind. You can use this laboratory as much as you like for free.

As director of your own laboratory, you will want to do what every scientist does: Observe and experiment.

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Isn't it surprising to you that most people understand so little about why people act as they do even though they are surrounded by people all their lives? Most people are not trained observers. One important purpose of this book is to help you train yourself to observe, to develop insight into human action. You'll want to ask yourself questions like "Why is John so successful and Tom just getting by?" "Why do some people have many friends and other people have only few friends?" "Why will people gladly accept what one person tells them but ignore another person who tells them the same thing?"

Once trained, you will learn valuable lessons just through the very simple process of observing.

Here are two special suggestions to help you make yourself a trained observer. Select for special study the two most successful and the most unsuccessful people you know. Then, as the book unfolds, observe how closely your successful friend adheres to the success principles. Notice also how studying the two extremes will help you see the unmistakable wisdom of following the truths outlined in this book.

Each contact you make with another person gives you a chance to see success development principles at work. Your objective is to make successful action habitual. The more we practice, the sooner it becomes second nature to act in the desired way.

Most of us have friends who grow things for a hobby. And we've all heard

them say something like "It's exciting to watch those plants grow. Just look how they respond to plant food and water. See how much bigger they are today than they were last week."

To be sure, it is thrilling to watch what can happen when men cooperate carefully with nature. But it is not one-tenth as fascinating as watching yourself respond to your own carefully administered thought management program. It's fun to feel yourself growing more confident, more effective, more successful day-by-day, month-by-month. Nothing--absolutely nothing--in this life gives you more satisfaction than knowing you're on the road to success and achievement. And nothing stands as a bigger challenge than making the most of yourself.

CHAPTER 2 - CURE YOURSELF OF EXCUSITIS, THE FAILURE DISEASE

p. 27 Most of us make two basic errors with respect to intelligence:

1. We underestimate our own brain power, and
2. We overestimate the other fellow's brain power.

p. 28 For, stickability is 95 percent of ability.

At a homecoming celebration last year I met a college friend whom I had not seen for 10 years. Chuck was a very bright student and was graduated

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with honors. His goal when I last saw him was to own his own business in western Nebraska.

I asked Chuck what kind of business he finally established.

"Well," he confessed, "I didn't go into business for myself. I wouldn't have said this to anyone five years ago or even one year ago, but now I'm ready to talk about it."

"As I look back at my college education now, I see that I became an expert in why a business idea won't work out. I learned every conceivable pitfall, every reason why a small business will fail: 'You've got to have ample capital;' 'Be sure the business cycle is right;' 'Is there a big demand for what you will offer?' 'Is local industry stabilized?'--a thousand and one things to check out.

"The thing that hurts most is that several of my old high school friends who never seemed to have much on the ball and didn't even go to college, now are very well established in their own businesses. But me, I'm just plodding along, auditing freight shipments. Had I been drilled a little more in why a small business can succeed, I'd be better off in every way today."

The thinking that guided Chuck's intelligence was a lot more important than the amount of Chuck's intelligence.

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p. 28 Why some brilliant people are failures. I've been close for many years to a person who qualifies as a genius, who has high abstract intelligence, and is Phi Beta Kappa. Despite this very high native intelligence, he is one of the most unsuccessful people I know. He has a very mediocre job (he's afraid of responsibility). He has never married (lots of marriages end in divorce). He has few friends (people bore him). He's never invested in property of any kind (he might lose his money). This man uses his great brain power to prove why things won't work rather than directing his mental power to searching for ways to succeed.

CHAPTER 3 - BUILD CONFIDENCE AND DESTROY FEAR

p. 44 Why do people fear other people? Why do many folks feel self-conscious around others? What's behind shyness? What can we do about it?

Fear of other people is a big fear. But there is a way to conquer it. You can conquer fear of people if you will learn to put them in "proper perspective."

A business friend, who is doing exceptionally well operating his own wood-novelty plant, explained to me how he got the proper perspective of people. His example is interesting.

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"Before I went into the army in World War II, I was scared of just about everybody. You just wouldn't believe how shy and timid I was. I felt everyone else was a lot smarter. I worried about my physical and mental inadequacies. I thought I was born to fail.

"Then by some fortunate quirk of fate I lost my fear of people in the army. During part of 1942 and 1943 when the army was inducting men at a terrific clip, I was stationed as a medic at one of the big induction centers. Day after day I assisted in examining those men. The more I looked at those recruits, the less afraid of people I became.

"All those men lined up by the hundreds, naked as jaybirds, looked so much alike. Oh sure, there were fat ones and skinny ones, tall ones and short ones, but they all were confused, all were lonesome. Just a few days before some of these were rising young executives. Some were farmers, some were salesmen, drifters, blue-collar workers. A few days before they had been many things. But at the induction center they were all alike.

"I figured out something pretty basic back then. I discovered people are alike in many, many more ways than they are different. I discovered the other fellow is pretty much like me. He likes good food, he misses his family and friends, he wants to get ahead, he has problems, he likes to relax. So, if the other fellow is basically like me, there's no point in being afraid of him."

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Now, doesn't that make sense? If the other fellow is basically like me, there's no reason to be afraid of him.

Here are two ways to put people in proper perspective:

1. Get a balanced view of the other fellow. Keep these two points in mind when dealing with people: first, the other fellow is important. Emphatically, he is important. Every human being is. But remember this, also. You are important, too. So when you meet another person, make it a policy to think, "We're just two important people sitting down to discuss something of mutual interest and benefit."

A couple of months ago, a business executive phoned to tell me he had just employed a young man whom I had recommended to him shortly before. "Do you know what really sold me on that fellow?" asked my friend. "What?" I asked. "Well, it was the way he handled himself. Most job applicants when they walk in here are half-scared. They give me all the answers they think I want to hear. In a way, most job applicants are a little like beggars--they'll accept anything and they aren't particular."

"But G. handled himself differently. He respected me, but what's just as important, he respects himself. What's more, he asked me as many questions as I asked him. He's no mouse. He's a real man and he's going to do all right."

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This mutually important attitude helps you keep the situation balanced. The other fellow does not become too important relative to you in your thinking.

The other fellow might look frightfully big, frightfully important. But remember, he is still a human being with essentially the same interests, desires, and problems as you.

2. Develop an understanding attitude. People who want figuratively to bite you, growl at you, pick on you and otherwise chop you down are not rare. If you're not prepared for people like that, they can punch big holes in your confidence and make you feel completely defeated. You need a defense against the adult bully, the fellow who likes to throw his meager weight around.

A few months ago at the reservations desk of a Memphis hotel, I saw an excellent demonstration of the right way to handle folks like this.

It was shortly after 5 p.m. and the hotel was busy registering new guests. The fellow ahead of me gave his name to the clerk in a commanding way. The clerk said, "Yes sir, Mr. R., we have a fine single for you."

"Single?" shouted the fellow. "I ordered a double."

The clerk said, very politely, "Let me check, sir." He pulled the guest's reservation from the file and said, "I'm sorry, sir. Your telegram specified a single. I'd be happy to put you in a double room, sir, if we had any available. But we simply do not."

Then the irate customer said, "I don't care what the h--- that piece of paper says, I want a double."

Then he started in with that "do-you-know-who-I-am" bit, followed with "I'll have you fired. You'll see, I'll have you fired."

As best he could, under the verbal tornado, the young clerk injected, "Sir, we're terribly sorry, but we acted on your instructions."

Finally the customer, really furious now, said, "I wouldn't stay in the best suite in this --- ---- hotel now that I know how badly managed it is," and stormed out.

I stepped up to the desk, thinking the clerk, who had taken one of the worst public tongue lashings I'd seen in some time, would be upset. Instead he greeted me with one of the finest "Good evening, sir's" I'd ever heard. As he went through the routine of processing my room, I said to him, "I certainly admire the way you handled yourself just a moment ago. You have tremendous temper control."

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"Well, sir," he said, "I really can't get mad at a fellow like that. You see, he really isn't mad at me. I was just the scapegoat. The poor fellow may be in bad trouble with his wife, or his business may be off, or maybe he feels inferior and this was his golden chance to feel like a wheel. I'm just the guy who gave him a chance to get something out of his system."

The clerk added, "Underneath he's probably a very nice guy. Most folks are."

Walking toward the elevators, I caught myself repeating aloud, "Underneath he's probably a very nice guy. Most folks are."

Remember those two short sentences next time someone declares war on you. Hold your fire. The way to win in situations like this is to let the other fellow blow his stack, and then forget it.

Several years ago while checking student examination papers, I came across one that especially disturbed me. The student who wrote the examination had demonstrated in class discussions and previous tests that he was far better qualified than his paper indicated. He was, in fact, the fellow who I thought would finish at the top of the class. Instead his paper put him at the bottom. As was my custom in such cases, I had my secretary call the student and ask him to come by my office on an urgent matter.

Paul W. appeared shortly. He looked as though he had been through a terrible experience. After he was comfortably seated, I said to him,

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"What happened, Paul? This just isn't the quality paper I expected you to write."

Paul struggled with himself, looked in the direction of his feet and replied, "Sir, after I saw that you had spotted me cheating, I just went to pieces. I couldn't concentrate on anything. Honest, this is the first time I've ever cheated at the University. I desperately wanted an A, so I worked up a little pony to use."

He was terribly upset. But now that he was talking, he wouldn't stop. "I suppose you'll have to recommend me for dismissal. The University rule says any student found cheating in any manner is subject to permanent dismissal."

Here Paul started bringing up the shame this incident would bring to his family, how it would wreck his life, and all sorts of repercussions.

Finally I said, "Hold it now. Slow down. Let me explain something. I didn't see you cheat. Until you walked in and told me, I hadn't the faintest idea that was the trouble. I am sorry, Paul, that you did."

Then I continued, "Paul, tell me, just what do you want to gain from your University experience?"

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He was a little calmer now and after a short pause he said, 'Well, Doctor I think my over-all aim is to learn how to live, but I guess I'm failing pretty badly."

"We learn in different ways," I said. "I think you can learn a real success lesson from this experience."

"When you used your pony in there, your conscience bothered you terribly. This gave you a guilt complex that in turn broke your confidence. As you expressed it, you went to pieces.

'Most of the time, Paul, this matter of right and wrong is approached from a moral or religious standpoint. Now understand, I'm not here to preach to you, give you a sermon about right and wrong. But let's look at the practical side. When you do anything that goes contrary to your conscience, you feel guilty and this guilty feeling jams your thought processes. You can't think straight because your mind is asking, 'Will I get caught? Will I get caught?'

"Paul," I continued, "you wanted an 'A' so badly you did something you knew was wrong. There are many times in life when you'll want to make an 'A' so badly you'll be tempted to do something that is contrary to your conscience. For example, some day you may want to make a sale so badly you'll think of deliberately misleading the customer to buy. And you may succeed. But here's what will happen. Your guilty feeling will grab hold of you and the next time you see your customer, you'll be self-conscious, ill at .

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ease. You'll be wondering, 'Has he discovered that I put something over?' Your presentation will be ineffective because you can't concentrate. Chances are you'll never make the second, third, fourth, and the many repeat sales. In the long run, making that sale using tactics that hurt your conscience will cost you a lot of income."

I went on and pointed out to Paul how an occasional business or professional man loses his grip because of an intense fear that his wife will learn about a secret love affair he is having with another woman. "Will she find out? Will she find out?" eats away the man's confidence until he can't do a good job at work or in the home.

I reminded Paul that many criminals are captured not because any clues point to them but because they act guilty and self-conscious. Their guilt feeling puts them on the suspect list.

There is within each of us a desire to be right, think right, and act right. When we go against that desire we put a cancer in our conscience. This cancer grows and grows by eating away at our confidence. Avoid doing anything that will cause you to ask yourself, "Will I get caught? Will they find out? Will I get away with it?"

Don't try to make an "A" if it means violating your confidence.

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Paul, I'm pleased to say, got the point. He learned the practical value of doing what's right. I then proposed he sit down and retake the examination. In answer to his question, "But what about my dismissal?" I said, "I know what the regulations say about cheating. But, you know, if we dismissed all students who have cheated in any way, half the professors would have to leave. And if we dismissed all students who thought about cheating, the University would have to shut down.

"So, I'm forgetting this whole incident if you'll do me a favor."

"Gladly," he said.

I walked over to my bookshelf, took down my personal copy of Fifty Years With the Golden Rule and said, "Paul, read this book and return it. See how, in J. C. Penney's own words, just doing what's right made him one of America's richest men."

Doing what's right keeps your conscience satisfied. And this builds self-confidence. When we do what is known to be wrong, two negative things happen. First, we feel guilt and this guilt eats away confidence. Second, other people sooner or later find out and lose confidence in us.

Do what's right and keep your confidence. That's thinking yourself to success.

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P. 48 Here is a psychological principle that is worth reading over 25 times. Read it until it absolutely saturates you: To think confidently, act confidently.

The great psychologist, Dr. George W. Crane, said in his famous book, APPLIED PSYCHOLOGY (Chicago: Hopkins Syndicate, Inc., 1950) "Remember, motions are the precursors of emotions. You can't control the latter directly but only through your choice of motions or actions....To avoid this all to common tragedy (marital difficulties and misunderstandings) become aware of the true psychological facts. Go through the proper motions each day and you'll soon begin to feel the corresponding emotions! Just be sure you and your mate go through those motions of dates and kisses, the phrasing of sincere daily compliments, plus the many other little courtesies, and you need not worry about the emotion of love. You can't act devoted for very long without feeling devoted."

Psychologists tell us we can change our attitudes by changing our physical actions. For example, you actually feel more like smiling if you make yourself smile. You feel more superior when you make yourself stand tall than when you slouch. On the negative side, frown a really bitter frown and see if you don't feel more like frowning.

It is easy to prove that managed motions can change emotions. People who are shy in introducing themselves can replace this timidity with

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confidence just by taking three simple actions simultaneously: First, reach for the other person's hand and clasp it warmly. Second, look directly at the other person. And third, say, "I'm very glad to know you."

These three simple actions automatically and instantaneously banish shyness. Confident action produces confident thinking.

So, to think confidently, act confidently. Act the way you want to feel. Below are five confidence-building exercises. Read these guides carefully. Then make a conscious effort to practice them and build your confidence.

1. Be a front seater. Ever notice in meetings--in church, classrooms, and other kinds of assemblies--how the back seats fill up first? Most folks scramble to sit in the back rows so they won't be "too conspicuous." And the reason they are afraid to be conspicuous is that they lack confidence.

Sitting up front builds confidence. Practice it. From now on make it a rule to sit as close to the front as you can. Sure you may be a little more conspicuous in the front but remember there is nothing inconspicuous about success.

2. Practice making eye contact. How a person uses his eyes tells us a lot about him. Instinctively, you ask yourself questions about the fellow who doesn't look you in the eye. "What's he trying to hide? What's he afraid of? Is he trying to put something over on me? Is he holding something back?"

Usually, failure to make eye contact says one of two things. It may say, "I feel weak beside you. I feel inferior to you. I'm afraid of you." Or avoiding another person's eyes may say, "I feel guilty. I've done something or I've thought something that I don't want you to know. I'm afraid if I let my eyes connect with yours, you'll see through me."

You say nothing good about yourself when you avoid making eye contact. You say, "I'm afraid. I lack confidence." Conquer this fear by making yourself look the other person in the eyes.

Looking the other person in the eye tells him, "I'm honest and above board. I believe in what I'm telling you. I'm not afraid. I'm confident."

Make your eyes work for you. Aim them right at the other person's eyes. It not only gives you confidence. It wins you confidence, too.

3. Walk 25 per cent faster. When I was a youngster, just going to the county seat was a big treat. After all the errands were accomplished, and we were back in the car, my mother would often say, "Davey, let's just sit here a while and watch the people walk by."

Mother was an excellent game-player. She'd say, "See that fellow. What do you suppose is troubling him?" Or, "What do you think that lady there

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is going to do?" or, "Look at that person. He just seems to be in a fog."

Watching people walk and move about became real fun. It was a lot cheaper than the movies (which was one of the reasons I learned later that Mother developed the game) and it was a lot more instructive.

I still am a walk-watcher. In corridors, lobbies, on sidewalks I still occasionally find myself studying human behavior simply by watching people move about.

Psychologists link slovenly postures and sluggish walking to unpleasant attitudes towards oneself, work and the people around us. But psychologists also tell us you can actually change your attitudes by changing your posture and speed of movement. Watch, and you discover that body action is the result of mind action. The extremely beaten person, the real down-and-outers, just shuffle and stumble along. They have zero self-confidence.

Average people have the "average" walk. Their pace is "average". They have the look of "I really don't have very much pride in myself."

Then there's a third group. Persons in this group show super-confidence. They walk faster than the average. There seems to be a slight sprint in the way they walk. Their walk tells the world, "I've got someplace important to go, something important to do. What's more, I will succeed at what I will do 15 minutes from now."

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Use the walk-25-per-cent-faster technique to help build self-confidence. Throw your shoulders back, lift up your head, move ahead just a little faster and feel self-confidence grow.

Just try and see.

4. Practice speaking up. In working with many kinds of groups of all sizes, I've watched many persons with keen perception and much native ability freeze and fail to participate in discussions. It isn't that these folks don't want to get in and wade with the rest. Rather, it's a simple lack of confidence.

The conference clam thinks to himself, "My opinion is probably worthless. If I say something I'll probably look foolish. I'll just say nothing. Besides, the others in the group probably know more than I. I don't want the others to know how ignorant I am."

Each time the conference clam fails to speak, he feels even more inadequate, more inferior. Often he makes a faint promise to himself (that down deep he knows he won't keep) to speak "next time."

This is very important: each time our clam fails to speak, he takes one more dose of confidence poison. He becomes less and less confident of himself.

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But on the positive side, the more you speak up, the more you add to your confidence, and the easier it is to speak up the next time. Speak up. It's a confidence-building vitamin.

Put this confidence builder to use. Make it a rule to speak up at every open meeting you attend. Speak up, say something voluntarily at every business conference, committee meeting, community forum you attend. Make no exception. Comment, make a suggestion, ask a question. And don't be the last to speak. Try to be the ice-breaker, the first one in with a comment.

And never worry about looking foolish. You won't. For each person who doesn't agree with you, odds are another person will. Quit asking yourself, "I wonder if I dare speak?"

Instead, concentrate on getting the discussion leader's attention so you can speak.

For special training and experience in speaking, consider joining your local toastmaster's club. Thousands of conscientious people have developed confidence through a planned program to feel at ease talking with people and to people.

5. Smile big. Most folks have heard at one time or another that a smile will give them a real boost. They've been told that a smile is excellent medicine for confidence deficiency. But lots of people still don't really believe this because they've never tried smiling when they feel fear.

Make this little test. Try to feel defeated and smile big at the same time. You can't. A big smile gives you confidence. A big smile beats fear, rolls away worry, defeats despondency.

And a real smile does more than cure just your ill feeling. A real smile melts away opposition of others--and instantly, too. Another person simply can't be angry with you if you give him a big, sincere smile. Just the other day, a little incident happened to me that illustrates this. I was parked at an intersection waiting for the light to change when BAM! The driver behind me let his foot slip the brake and had put my rear bumper to a test. I looked back through my mirror and saw him getting out. I got out, too, and forgetting the rule book, started preparing myself for verbal combat. I confess I was ready verbally to bite him to pieces.

But, fortunately, before I got this chance, he walked up to me, smiled, and said in the most earnest voice, "Friend, I really didn't mean to do

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that." That smile matched with his sincere comment, melted me. I mumbled something about "That's O.K. Happens all the time." Almost in less time than it takes to wink an eye, my opposition turned into friendship.

Smile big and you feel like "happy days are here again." But smile big. A half-developed smile is not fully guaranteed. Smile until your teeth show. That large-size smile is fully guaranteed.

I've heard many times, "Yes, but when I fear something, or when I'm angry, I don't feel like smiling."

Of course you don't. No one does. The trick is to tell yourself forcefully, "I'm going to smile."

Then smile.

Harness the power of smiling.